



Grow Yourself and Your Impact



Sheri Chaney Jones
Nonprofit Academy
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Planning for uncertainty asks...

“What has already happened that will create the future?”

Peter Drucker, *Managing a Time for Change*



21st Century Social Sector



- ▶ Sequester
- ▶ \$16 plus trillion debt
- ▶ Great Recession
- ▶ Media problems
- ▶ Strategic and entrepreneurial in terms of services and revenues
- ▶ Too many nonprofits – focus on mergers
- ▶ Focus on true profits – Outcomes, Social return on investment



The Solution

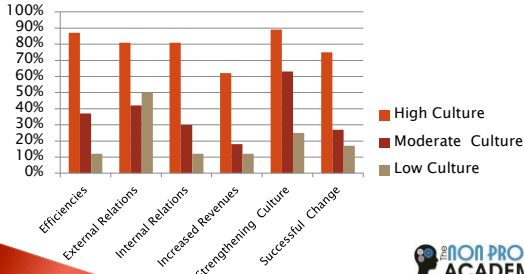


- ▶ High-Performance, Measurement Cultures





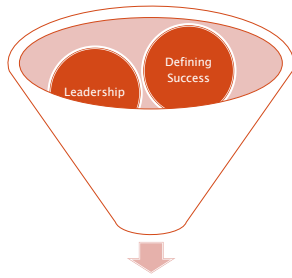
Percent of Organizations Reporting Effectiveness in Management Activities



24% of social sector organizations report high measurement culture



High Performance Cultures



Excellence



Create a Measurement/Performance Culture



- ▶ Evaluation/ outcomes more than external accountability tool
- ▶ Variety of data collected and used
- ▶ Positive internal management
- ▶ Results educate and bond
- ▶ Staff encouraged to think differently, innovate, and improve



No More: "Because that is how we always have always done it!"



Create a Measurement/ Performance Culture



Great vs. "Good Enough"



Great organizations have great leaders

- ▶ Focused on the mission – cultivate purpose
- ▶ Encourage dialog
- ▶ Enable constructive change
- ▶ Direct and measure work
- ▶ Build coalitions – strategic partnerships



Great vs. "Good Enough"



Great organizations strive for high-performance cultures based on outcomes and innovation

- ▶ Upper management communication
- ▶ Training
- ▶ Autonomy
- ▶ Feedback
- ▶ Innovation



Great vs. "Good Enough"



Great organizations measures their true profit.

- ▶ Define success based on organization's unique impact and value (outcomes)
- ▶ Align outcome measures with organization's mission, funders whys, and participants whys
- ▶ Calculate a social return on investment for funders and donors



Why Only 24% Barriers, Myths, Excuses?

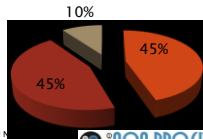
- ▶ Not Enough Time 68%
- ▶ Not Enough Funding 51%
- ▶ Not Enough Evaluation Expertise 50%
- ▶ Not Enough Staff 49%
- ▶ Not Enough Trained Staff 46%

Source: Carman, J. & Fredericks, K. (2010). Evaluation Capacity and Organizations. *American Journal of Evaluation*, 31 (1) 84-101



Non-Profit Evaluation

- Fully Utilized
- Challenges
- Significant Struggle



Creating a New Model



Proven, comprehensive, multi-level, and data-driven approach designed to increase leadership capacity of the executive team while strengthening the culture and performance of the entire organization



Client Before State

- ▶ Significant budget cuts – resulted in waitlists for programs
- ▶ Fear of layoffs
- ▶ Trust issues among departments
- ▶ Siloed
- ▶ Staff perception of low effective communication



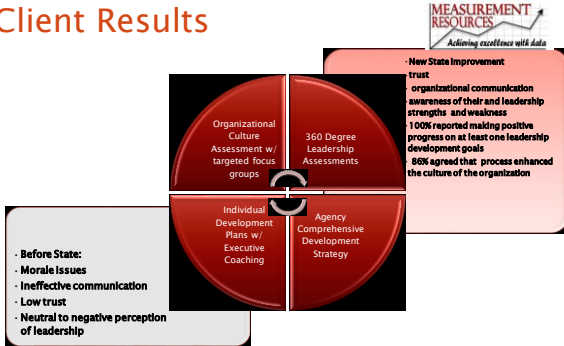
Culture and Leadership Capacity Building System



Phase I: Assessment and Planning	Phase II: Individual Development Plans and Executive Coaching	Phase III: Outcomes Assessment
Measurement Resources' Organizational Culture Survey	Individual Development Plans	Re-administer Measurement Resources' Organizational Culture Survey
Follow-Up Focus Groups	Individual Executive Coaching Sessions	
360 Degree Leadership Competency Assessments	Agency Plan Technical Assistance	
Agency Comprehensive Development Strategy		



Client Results



"Raised the bar of each leader as well as the entire executive team"



Client: Changes/ Celebrate

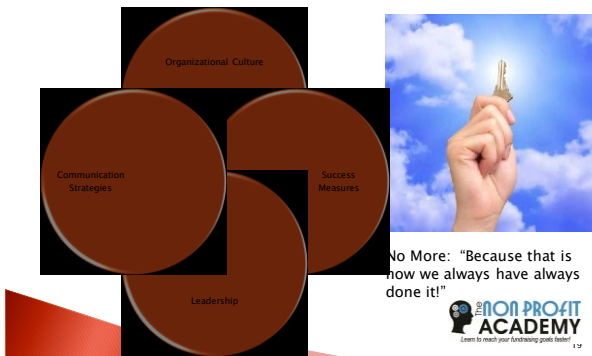
- ▶ Increased communication and awareness
- ▶ Program funding fully restored in State Budget
- ▶ Clearly showed savings – over \$250,000,000!
- ▶ Ongoing policy decisions are occurring to save even more!
- ▶ A partnership between state agencies formed to use their framework to estimate impacts.

Change

Celebrate



Achieving Impact and Excellence



Achieving Impact and Excellence Two-Day Intensive



Kerri Mollard,
Grant Writing, Fundraising,
Development



Christy Farnbauch,
Community Engagement,
Fundraising, Development



Sheri Chaney Jones,
Outcomes, Success
Measures, Culture



Achieving Impact and Excellence Two-Day Intensive



▶ August 14 and 15, 2013, Columbus, OH

- ▶ A two-day intensive experience to help you master proven strategies that align your mission, measures, and message to increase sustainability and effectiveness.
 - Develop your measurement culture
 - Develop your leadership competencies
 - Create logic models
 - Attract funders with data
 - Develop your perfect measures
 - Effectively analyze results
 - Communicate your results
 - And much, much, more!



No more excuses: fully realize your mission!



Actions Items



On a scale from 1-5 rank your organization's structure and leadership practices

- Training
- Upper Management Communication
- Autonomy
- Feedback
- Innovation
- ▶ Cultivating Organizational Purpose
- ▶ Building Coalition
- ▶ Directing and Measuring Work
- ▶ Enabling Constructive Change
- ▶ Encourage Dialog



Actions Items



Success Measures

- What is the community's perception of your unique impact and value?
- Can you prove or deny it?
- What outcome measures are you using to improve your impact and excellence?
- What is your program social return on investment?



Measurement Resources Company



Sheri Chaney Jones
 scjones@measurementresourcesco.com
 614-893-0773
 www.measurementresourcesco.com